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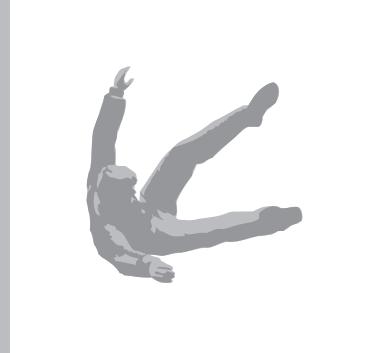
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The New Voice

of the Pratt Faculty Union

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The State of The Union

BY KYE CARBONE

REAL-POLITIK

Dr. Henry Kissinger, diplomat, academician and, arguably, a genuine war criminal and traitor, possesses a curriculum vitae that reads like a rap sheet, often leaving destruction wherever he intervened. A realist politician who sees the world in terms of the ebbs and flows of power, he is incapable of remorse for: the secret bombing of Cambodia and expansion of the Vietnam War, the overthrow and assassination of Chile's democratically elected president Salvador Allende and the installation of the militaristic regime of Augusto Pinochet, or support for the brutal Indonesian dictator Suharto's genocide of the East Timorese.

Yet, even murderers, terrorists, common and uncommon criminals utter the truth occasionally. So it was when the good doctor quipped (when speaking of academia): "The reason the stakes are so high is that the rewards are so low."

Pratt is no exception; the Kissinger dictum is eerily relevant to our own damaged academic culture, where the average faculty member is under valued and under appreciated. A virtual Hobbesian state of war of all against all defines modern-day academia: petty rivalries, serpentine collegiality and the wholesale prostitution of one's peers if necessary to get ahead.

This mode of operation manifests itself in a symmetrical disgust for both the Administration and the Union, the disgruntled regarding any differences between the two as irrelevant. Yet, everyone knows who the boss is, and obsesses about being seen in a favorable light. Heaven forbid one be independent academically or be seen as bucking a system we are here to serve with pleasure. This is the torturous psychodrama the stakes as it were, that fuels the squabbling, and our "rewards" for a professional, learned and exceedingly competent job well done.

Nonetheless, there is a significant difference between the Administration and the Union. The Administration cuts the paychecks and holds your fate in their hands. The Union represents the entire faculty

including the petty and the disgruntled. We all know this, yet a schism within the faculty ranks remains. Your Union only represents you when you are in trouble or advocates on your behalf when you are unable for fear of retribution and tries often unsuccessfully to prod, push and persuade management to do the right thing for the faculty by actually honoring the contract they have co signed. Moreover, whenever appropriate, the Union also tries to hold the Administration accountable to spend their money wisely and equitably.

How is it then possible at this late juncture after the UFCT has demonstrated its effectiveness in defending the bargaining Unit and its bargaining unit members by negotiating a four year contract that garnered on average 20 raises for the faculty that the Union must still defend itself to its own constituency? Why is it such a struggle to run an effective "strength in numbers" campaign? Without a union there is no representation or alternative voice to the top down approach of the Administration. Do we resign ourselves to being grist for the corporatist university mill? Are we worth no more than a 'dime a dozen'?

Thomas Frank's book about how the Christian Right eviscerated the labor movement in light of Christian evangelism and fundamentalist morals asks: How can people vote against their own economic interests? While we are definitely not in Kansas anymore, I wonder: "What's The Matter with Pratt?"

"I'm practically a red-diaper baby" brags a faculty colleague who cheers me and "unionism" on from the sidelines, while holding the record for most lost, misplaced, never to be returned union membership forms. The UFCT's dues are the lowest in the nation and we suspend outright all new members' dues for a least a semester. Are there that many ascribing to the "I'm an academic not a worker" credo (as if there is a difference or choice between the two)? Last I checked a Pratt faculty member was still an employee. Look at who pays you. In a recent Paul Krugman column I was reminded of an Upton Sinclair principle: It's difficult to get a human to understand something when his or her salary depends on his/her not understanding...

FACULTY EXCEPTIONALISM

Pratt's faculty is truly exceptional. They perform way beyond expectation and what they are paid. Consequently, many feel entitled, but fail to see that they are neither alone, nor an exception. Self entitlement is antithetical to faculty solidarity. Without unity we are without strength, the strength necessary to seek redress regarding our issues of employment. Indeed, the Union neither hires nor fires, nor does it set individual wages or budgets. We only advocate on behalf of the entire faculty that management honor the contract it negotiated with its employees.

From an employee perspective, there is nothing exceptional about lip serving the urgency and need for collective action, while simultaneously failing to imagine one's own responsibility for participating in such action. "You can lead them to water..." the saying goes. I ask: what if all they see in the water is their own reflection?

Over coffee with a number of Pratt colleagues all UFCT members just prior to the end of the fall 2005 semester and impending MTA strike, a friend asked what I thought of the "nerve" of the transit workers threatening a "illegal" strike just before the holidays. My response was that I knew no more than anyone else who reads the papers yet sensed two things: 1 the press is not giving us the entire picture of how City politicos and the MTA are trying to gut the pensions and healthcare of working families, and 2 transit workers are neither radicals nor crazy, and would not threaten a violation of the 'Taylor Law' and jeopardize their livelihoods were the situation not seriously grave. Furthermore (I offered), there exists a palpable anti worker bias in press coverage of labor; irrespective of the work force: cops, fire fighters, teachers, or in this case, transit worker "goons." Nevertheless, my union brother responded that the transit workers were "greedy" lamenting: "Besides, I'm not able to retire at fifty-five." Translation: Enough about you them what about me?

Is it wrong that another "class" of workers has benefits and protections we might covet for ourselves? Was the MTA's strike of utmost significance to all workers throughout the United States? As more and more wealth is concentrated in the upper echelons, the average worker finds his/her wages barely able to keep up with inflation. There is nothing natural to this economic turn of events. Or, is there something fundamentally wrong with an entire social order purporting to value the working middle class, but basing all managerial decisions exclusively on money and profits? If the latter, do we, the Pratt faculty accept the politics of "divide and conquer" and now begrudge others what we are unable to gain for ourselves?

ACADEMIC FREEDOM, NOTHING LEFT TO LOSE?

Without the vigilance of the Union there is absolutely no incentive for management to ensure:

- a tenure track for our full time faculty,
- the CCE for our adjuncts,
- any rights or recognition for our visitors,
- due process for faculty action ARPT ,
- medical and fringe benefits,
- a grievance procedure,
- protection from discrimination and to name just a few a right to academic freedom and the practice of tenure itself.

Paul Narkunas, Assistant Professor in English & Humanities, presented to the Academic Senate and posted on its 'senate members' listserv a discussion on academic freedom. He pointed out how it fundamentally is the legitimating principle of colleges, and facilitates the creation of new knowledge. Job insecurity stifles unpleasant ideas, dissent or new knowledge before it emerges. The McCarthy era showed all too well how easy it was to fire unprotected academics not even for their beliefs per se, but for what others said they believed.

In the back and forth that ensued, there was the contention that, academic freedom is inextricably linked to freedom of speech; therefore, an inalienable right and constitutionally protected regardless of being specifically granted (by one's employer) or not. Un phased by the fact that Pratt's bogusly titled 'Faculty Handbook' enumerates no such insurance of, or protection to academic freedom, there were those who regarded such omissions as simply irrelevant; perishing the thought that any outside entity should be necessary to grant already endowed rights.

The idealism of this stance notwithstanding, its impracticality would have been nakedly exposed as naive were the status of Pratt's full time faculty akin to New York University's non unionized full time faculty. Their University's President John Sexton told them that the tenure track

for full time faculty would be terminated immediately and permanently. In one fell swoop academic freedom was rendered dead in its tracks. Without tenure there is no academic freedom.

Were it true that academic freedom is a given intrinsic to one's faculty status and citizenship as an American, it would be unnecessary for the UFCT to protect a tenure track for our full timers and the CCE for our adjuncts. But, alas, it is not true. Academic freedom and tenure must, therefore, be inseparable and indispensable to any discussion of academic responsibility, excellence and intellectual freedom.

NYU is emblematic of the brave new world order in academia, the new 'academic knowledge worker' paradigm that pervades private sector universities. In a mad race to the bottom, university bottom liners and bottom feeders are invoking managerial rights, fiduciary responsibility and fiscal prudence as justifications for the elimination of tenure 'job security' for the slothful, the merit less and the over paid from their perspective). Instead, they proffer multi year contracts: a 'three years and out' limited sentence for the over qualified and over credentialed faculty masses, whereby every faculty member regardless if you are teaching one or four classes is a virtual part time employee.

The 1980 Supreme Court decision: 'Yeshiva Vs. NLRB' is the 'law of the land.' When a private sector faculty employee is deemed to be "endowed with managerial status," they are by extension exempted from the protections of 'The Act' National Labor Relations Act).

No surprise that absent from the Pratt discourse on academic freedom was there any acknowledgement of the Union's role in ensuring this most fundamental protection see: article III of the CBA: Academic Freedom & Responsibility . Put succinctly, without collective bargaining rights for faculty employees there exists no academic freedom in itself: real, imagined or otherwise.

Contrary to the Kissinger cliché, it is because the stakes are so high for all of us that 'we' should not allow them to be set so low. Use your Union!

In Solidarity,



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The New Voice accepts letters to the editor, articles, and artwork. Please send all submissions to the above address.

Pratt Service Vertigo

by Anonymous Worker

What kind of work is a Pratt faculty member expected to perform? Posing this question using more general economic terms, by asking what kind of labor the Pratt "worker" performs in exchange for wages, immediately gets us into trouble stemming from the use of the fraught term "worker." It appears that many professors don't like to think of themselves as "workers," of what they do as "work," and of their institution of higher education as a "workplace." But if the worker paradigm is distasteful, what paradigm exists to replace it? This is an important question because it relates directly to the question posed at the beginning of this paragraph. The way we think of the workplace has a direct impact on the kind of work we expect to do as faculty, as well as on the way it is remunerated. I would like to argue that those Pratt faculty who don't like to think of themselves as workers, or of Pratt as a workplace, are operating under an alternative paradigm. What is this paradigm?

Before I attempt to answer this question, I would like to take a stab at giving a preliminary answer to the opening question, which I will pose again for the sake of clarity. What kind of work is a Pratt faculty member expected to perform? A major purpose of the Collective Bargaining Agreement is to answer precisely that. The CBA clearly establishes the number of contact hours a faculty member is expected to spend in the classroom depending upon whether his or her status is Full time, Adjunct, or Visitor. The CBA also establishes either the minimum salary in the case of a full time faculty member or the minimum amount that a faculty member shall be paid for each contact hour in the case of an Adjunct or a Visitor. Thus, it seems as if the answer to the opening question couldn't be clearer: the work of a Pratt faculty member is to spend a clearly established number of hours in the classroom in "contact" with students, for which they are paid a clearly established amount of money in wages.

Now, as everyone seems to know, except perhaps the five members of the Supreme Court majority in the Yeshiva decision, an institution of higher education is not a factory. Faculty members do not wear overalls and hardhats but, then again... , they do not punch a time clock, and they do not get their fingers stuck in treacherous machines most of the time . But if it's not a factory, what kind of a workplace is it? It's a school,

of course, where teachers educate students following the philosophy of an ever evolving mission statement. Getting back to the kind of work that is expected, one aspect of a school is that much work happens "off the clock": preparation for classes, meeting with students, and grading student work, all occur in the "white space" between the numbers and calculations in the contact hour calculations in the CBA. But that is to be expected of this kind of work they call teaching. A certain amount of time is spent in the classroom in "contact" with students, and a large amount is spent off the clock, officially unpaid. And this leads to a reflection on the contact hour: perhaps the contact hour does take this work into account, which is why it seems that university teachers work so little in terms of time spent in the classroom, but actually work a tremendous amount outside, on their own time yes, even during the summers! .

So, where we have gotten so far in terms of the opening question is the discovery that Pratt faculty members are expected to spend a set amount of time in the classroom, as well as an unregulated amount of time thinking, preparing, and grading outside the classroom. But now things get difficult, for, as we all know, Pratt faculty members do many other kinds of work at their place of employment.

Allow me to provide a list:

- Faculty meetings
- Search committees
- Institutional and departmental curriculum review committees
- Curriculum development committees
- A.R.P.T. committees
- Coordinating academic programs
- Directing academic programs
- Academic Senate meetings
- Academic Senate sub-committees
- Academic Senate sub-sub committees
- Board of Trustees meetings
- Board of Trustees sub-committee meetings
- Performances and exhibitions
- Supervising student publications and exhibitions
- Running the film society

Forgive me if I have left out something that you do from my list; these are the other types of work that get done that presently come to mind. These are in no way, shape, or form addressed by the CBA, and it is not clear at this point if they should be. That remains an open question. The point is that a tremendous amount of work gets done by both full and part time faculty at Pratt that falls outside the parameters established by the CBA. Some of this work is remunerated

with stipends or course releases, some of it is entirely voluntary. Some departments require service of full and part time faculty for promotion in rank or status, some do not. Some require it only of full time faculty, whereas others require it of both. In some departments, it is unclear as to whether service is expected or not, and if so, what kind and how much and in those cases it would seem to be important for ARPT committees, Chairs, and Deans to communicate those expectations . In terms of that work that is remunerated, it is not clear what determines either the amount of money or the extent of course releases given.

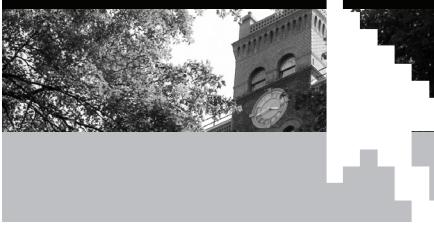
This whole category of work called "service" at Pratt presently falls into a sort of amorphous gray area. This is where the importance of the paradigm that one applies to Pratt becomes important. In a factory paradigm, workers expect for their work to be defined and to be remunerated accordingly whether or not management actually respects those parameters, or manages to find ways around them to squeeze more out of the worker, à la Walmart . This is not the case at Pratt, and nor should it be necessarily. The university is different from the factory, as the Supreme Court justices who wrote the minority decision in the Yeshiva case understood clearly.

But nevertheless, currently a lot of work is being done by faculty more and more committee work as the Pratt "renaissance" picks up momentum who may or may not be getting paid for it, work that may or may not count towards promotion. Granted, more and more faculty are receiving stipends or course releases for this work, but again, there appears to be no official rhyme or reason governing who gets them and how much. And there remains, floating above all of this, the notion that many faculty have that they want to "give" to the Institute to make it a better place, a place they can take pride in, receiving praise from their bosses in the bargain, all because they "care" about education or art or both , which they chose as their life's mission. There is something quite admirable about these passionate feelings, for they seem to be a thing of the past in today's working world. But is the Institute taking advantage of these feelings, using them as a way of getting more labor out of their employees, holding out the promise of some undefined reward? Perhaps the paradigm is a religious one, faculty performing work with the expectation that the gods above will love them and eventually receive them in paradise. These questions remain open. This issue definitely requires more thought and discussion in order to determine whether it should be an issue on the table at the coming contract negotiations.

View the program schedule at: <http://www.prattsenate.org/prattfilmsociety/>. Free screenings are held on Tuesdays at 5:30 in Higgins Hall Auditorium.

FACULTY ANNOUNCEMENTS

The Pratt Faculty Union



UFCT Website

The launch of the UFCT's new faculty union website is slated for early fall. The address will be: www.pratt-union.org. This site is being developed by Robert Cummings and designed by Michael Gerbino.

Its scope will include:

- a blog-style front page for news and reader comments
- a moderated discussion space for faculty and union members
- links to other unions, affiliates and information sites
- the contract available for download; union membership sign-up, benefits information, etc...

The site will serve as the primary news outlet for the UFCT and as a forum to raise the visibility of union issues.



Sponsorship of The Pratt Film Society

We are proud to announce that beginning this year, the United Federation Of College Teachers Local 1460 will become a contributing sponsor of The Pratt Film Society. The Film Society's Co-Chairs: Professor Deborah Meehan (Media Arts), and Professor Ethan Spigland (English and Humanities) will launch The Pratt Film Society's second year with an exciting and wide-ranging lineup of international films, both classic and contemporary Programming for the Film Society is based on suggestions solicited from Pratt Faculty, Students and Staff, and reflects the interest(s) of our community.

For further information contact: reel@pratt.edu

Sponsorship of 'Art In The Contested City'

We are proud to announce that the United Federation of College Teachers Local 1460 will be one of many contributing sponsors of: 'Art In The Contested City' a day-long conference on November 3, 2006 in Higgins Hall. As one of the conference organizers, Miriam Greenberg (Social Science & Cultural Studies) writes of the event:

In urban centers around the world, and in our own Brooklyn backyard, the fields of art and design, music and dance, architecture and media are playing a growing role in the development of neighborhoods and communities. They are doing so, however, at a time in which urban space is increasingly limited, expensive, and contested—fought over by developers, city governments, housing advocates, and community groups. And so the arts have become a lightning rod in debates over the future of the city. They are both the centerpiece of large development projects accused of causing gentrification, and a major force in coalitions fighting for equitable urban development. This struggle has presented artists with new challenges, as well as provoked new artistic practices that critically address issues of urban space and "the right to the city." The day's events will bring artists, activists, community organizers, urban planners, scholars, and real estate people into dialogue with one another through a series of panels, performances, film screenings, and an exhibit in the Higgins Hall Gallery.

Please join us!

Issues for Negotiations

[Hard to believe] We will be in contract negotiations next year at this time, the 2003-2007 CBA expiring on August 31, 2007. It will be imperative that we capitalize and build on the accomplishments of our last negotiation. The Union is moving forward and is committed to bringing as many members into the fold as is possible.

The following is no more than an incomplete summary list of various negotiation issues raised by faculty members. Please feel free to chime-in and/or propose an issue of your own:

Agency Fee: Sometimes referred to as an 'Activity Fee,' 'Service Fee,' or 'Fair Share.' An agency fee – which is equivalent to regular union membership dues minus the portion earmarked for NYSUT/AFT's political action committee (PAC) would be required of every bargaining unit member.

Salaries and Rates of Compensation: All minimums and steps should be raised further to bring Pratt's faculty in line with other comparable colleges. Additionally, PT rates should be tied to FT minimums.

Workload: Full-time undergraduate studio and lecture workloads should be reduced.

Fringe Benefits: The percentage the Administration contributes to faculty pension accounts should be increased, along with making available to all faculty members, traditional TIAA-CREF accounts w/Administration contributions. Moreover, Health Benefits w/Administration contributions should be available to all faculty members.

[Regularized] Stipend Schedule: Faculty members should receive a fair, equitable rate of compensation for all faculty services beyond their teaching.

Developing these negotiation issues and other proposals will be our collective task this year!

Disappearing Faculty: Here Today, Gone Tomorrow

By an anonymous junior
untenured faculty member

A primary goal of any college worth its name is to retain students. Yearly reports from President Schutte to the Board of Trustees repeatedly celebrate Pratt's ability to maintain flourishing student enrollments through retention or transfer. Often, almost as an afterthought, Pratt's reputable and committed faculty is mentioned for this pattern of success.

Beneath this veneer of success lurks another story. Can Pratt offer the same fanfare for its ability to retain a coherent group of faculty when the vast majority of its classes are taught by part timers in the Visiting or Adjunct categories? And what of junior full time tenure track faculty who will be "responsible" for building Pratt's future? Indeed, while there is obviously statistics demonstrating Pratt's commitment to student retention, does Pratt show the same commitment to keeping faculty? And what, if the statistics existed, would they show about Pratt?

As an untenured tenure track faculty member who teaches four classes per semester all at the same institution, I recognize that I am in a relatively privileged position as far as Pratt faculty go. I have seen an extraordinary number of talented and committed part time and full time faculty leave Pratt. Many become wearied by having to teach at two three other schools, the lack of job security, and the unspoken pressure to serve on committees without any compensation as a measure of indicating commitment to Pratt.

A more disturbing trend, however, has been the number of tenure track hires that leave Pratt before coming up for tenure, an alarming statistic when considering how coveted tenure track positions are in the New York City area. Given how few tenure track positions there are relative to part time at Pratt, this tendency is all the more startling.

During the search process, most positions receive an astounding number of applicants. I can say that the search is a rigorous and arduous process, having served on numerous search committees because there are so few full time faculty to do so. And yet, faculty soon leave. Indeed, in my department alone I have seen at least one tenure track faculty member depart every year, resulting in yearly searches for virtually the same position. What happens to faculty when they get here? Why do they leave?

Some have claimed on the Senate discussion list that junior and part time faculty tend to move around as they begin their careers, moving from place to place to try and find the right fit for them. With the tremendous profusion of untenured, fixed term positions that offer an array of jobs for those who thrive on job insecurity, such a position would make logical sense.

Such a perspective presumes, however, a certain fickleness and general lack of seriousness by the faculty member. Is it truly better to change positions every two five years, regardless of all the connections and colleagues s/he may have made, and the effects on partners or families that uprooting will entail?

Another curious argument is that job security and tenure will stifle the faculty member's creativity. Such a viewpoint demonstrates a curious sense of economic and social privilege and mocks the hiring and search process, if not the very idea of faculty expertise and economic security such things as tenure ensure. ("Would Einstein have had time to develop the theory of relativity if he was depleting his energy while adjuncting part-time at three or four institutions?") After working for years in pursuit of advanced degrees (8-10 years for Ph.D., 2-4 for the MFA), living with the lurking specter of

student loans and years of adjunct teaching, such an argument indicates a general lack of understanding the current realities of the educational credentializing process. By the time a tenure track position comes around, most faculty have lived with almost a decade of austerity and insecurity. As a result, when faculty members take tenure track positions, they obviously want to look for them in places where they may want to spend the rest of their lives.

Could the salaries lower even than community colleges and, for some faculty, lower than starting New York Public School teachers (\$45,000)—have something to do with it? Certainly this offers a more complex and realistic claim. I have been at Pratt for over four years, and can offer some concrete figures from my own experience. My salary in that time period has only increased by a little over \$3000. In sum, the increase in my cost of living has doubled the increase in my salary. Every year of dedicated service to Pratt makes me poorer; my standard of living decreases. So, the reward for commitment to Pratt is not a heightened salary but heightened poverty!

Let me break it down for you by focusing on some statistics for what we might call basic necessities. Since 2002, subway fares monthly passes have risen \$13.00 per month, electricity bills by \$10-25.00 per month (a yearly average of \$165). My student loans of 200 per month kicked in six months after completing my graduate education (\$2400). Monthly costs for an apartment have risen by \$400.00 a month, and I don't live in Manhattan, Williamsburg, Greenpoint, Carroll Gardens, Prospect Heights, Park Slope, Fort Greene, or Clinton Hill. Many faculty like myself ironically can not afford to live near campus and contribute to the community on the Pratt salary.

Let's do the yearly numbers:

Apartment	\$3,600.00
Student Loans	\$2,400.00
Electricity	165.00
Subway	156.00
TOTAL	\$6321.00

Before we get into other requisite expenses, like food, clothing, books and art supplies so essential for both living organisms and professors at art schools, the costs for me have risen by \$6321.00 per year. My salary in that same time period has only increased by a little over \$3000. In sum, the increase in my cost of living has doubled the increase in my salary. Every year of dedicated service to Pratt makes me poorer; my standard of living decreases. So, the reward for commitment to Pratt is not a heightened salary but heightened poverty!

My Dean and department Chair have tendered their sympathy and perhaps even from time to time their empathy over the lamentable salaries and pathetic wage increases. Alas, their bucketfuls of sympathy do not pay the bills! Instead, they have offered kindly various stipends for committee work at the departmental, school, and institute wide levels.

These stipends operate, however, much like a virus attaching to a host cell. As you can see from the above statistics, economic necessity, as well as the requisite service to the institute for tenure, obligates faculty members in my position to take them. As the stipends and committees multiply, they attach themselves to the host organism me, directing me to more and more

committee work in addition to my salaried work of teaching. Indeed, in my particular department it is routine a tacit expectation for each faculty member to serve on three six committees in addition to teaching four classes per semester.

Eventually, I, the host organism, find myself going from class to committee meeting, a full time professor and contracted part time administrator. The stipend virus so thoroughly becomes part of my continued existence that I literally can not live without it, and inculcate committee work as part of my daily work at Pratt. Stipends certainly help Pratt to keep costs down by offering non pensionable pseudo salaries for what is clearly necessary work, rather than hiring the requisite full time faculty needed to run the school.

In the meantime, however, tuition for Pratt students has increased exponentially, as has the number of students who attend the Institute. According to Senator Chuck Schumer's report on the cost of education, Pratt tuition was \$22,816 in 2002. Incoming freshmen at Pratt for 2006 now look forward to tuition costs of 28,100.* An increase of \$5,284 in four years time! Where is the money going? The annual staff parties at the president's mansion? Obviously, not to faculty either part time or full time.

Now here is usually the point where the Union is blamed for the low salaries. Let us recall that the Central Administration of the Institute controls the money during negotiations with the Union. Rising tuition notwithstanding, the Institute first cries poverty during negotiations, regardless of how it will affect their "coveted" faculty. The Union has control only over negotiating the absolute lowest legally binding salary that the Central Administration must pay, represented in the document that both parties agree to

sign, the Collective Bargaining Agreement or CBA. This is not to say that any faculty member should be paid this low number, but only that the central administration can not legally pay anyone below these minimums. Until the Union has a significant majority of faculty, its negotiating power is undermined. The virus of stipends will proliferate, offering the Central Administration a useful and convenient mechanism to sustain low, non pensionable wages, while maintaining the illusion of care for faculty and students alike.

To return to our subject at hand: why do so many faculty disappear from Pratt? Could the number of committees in relationship to a heavy course load contribute to junior and part time faculty often reluctantly looking for positions elsewhere, particularly given how low salaries are relative to course load? These issues might explain why junior and part time faculty tend to disappear from Pratt after a period, a learning curve if you will. They may also offer insight into the vexing issue of Pratt's failure to retain tenure track faculty, and raise the question, furthermore, whether Pratt's Central Administration does pride itself on truly fostering the spirit of collegiality it markets to its students. What kind of community can be created for our students at Pratt if so many of their essential faculty keep disappearing?

*These figures do not account, of course, for any fees and room and board costs of additional \$10,000-\$14,000.



**United Federation of
College Teachers**

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- **tenure track** for our full-time faculty
- **CCE** for our adjuncts
- any **rights** for our visitors
- **academic rank** for all faculty
- a **due process** for faculty action

- medical, pension and fringe **benefits**
- **protection** from discrimination
- right to **academic freedom**
- a **legal** right to a grievance process

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